

The relation of leadership style and emotional intelligence and job satisfaction of lifeguard staff of the country

Lida Aftab

Abstract— Administration and management of sports organization should completely get ready to adapt itself with the world of professional sports today. The goal of this paper is studying the relation of leadership style and emotional intelligence and job satisfaction of lifeguard staff of the country. Research methodology of this paper was correlation. Statistical society of this paper was the whole lifeguard staff of country which their number were 120 and they have chosen randomly. For collecting information from three questionnaire leadership style, emotional intelligence and job satisfaction has been used. The results of the research had shown that there is a positive relation between job satisfaction and emotional intelligence with leadership style ($=0.01/0p$). It can be said that a successful leadership style is an effective factor in job satisfaction of lifeguard staff of the country and high emotional intelligence can make an effective leadership style in lifeguard staff that can improve job satisfaction by using this kind of leadership style.

Index Terms— Leadership style, Job satisfaction, Emotional intelligence, Lifeguard staff.

I. INTRODUCTION

Need for management is important and necessary in all social backgrounds. Huge human and material resources of organizations will be destroyed without the people leading (14). Nowadays, organizing, leading and managing are most driving forces of sports organizations in every country. Sport activities in every country need suitable organization structure; so that, athletes, gyms, teams and others can participate in all sport events simply. Tate and Mayer (1993) divide effective factors of job satisfaction into two parts: cultural, social and organizational properties that are external aspects and characteristic, emotional feelings and emotional states which are internal aspects. In other words, based on organizational behavior theorists, the factors like salary, advantages, associates and other external factors does not affect job satisfaction of staff, but some factors like properties of staff and other internal factors has close relation with job motivation of people (17).

Characteristic properties of staff cab be an important factor in adapting condition and organizational variables and their motivation. Mayer and Salouvey (20) say that one of the characteristic properties of people is their emotional intelligence. Golman (1998) says that emotional intelligence is a factor that determines human capacity in knowing his and other s emotional feelings and help him to be motivated and

Lida Aftab, Industrial Engineering Department, Amirkabir University of Technology, No. 424, Hafez Ave., 15914, Tehran, Iran.

control his emotional and found his relation with others base on the capacity. One of the important subjects in managing field is the managers emotional intelligence. Because suitable usage of emotional in human relation, understanding own and others status and continence, empathy with others and positive usage of emotions in thinking and recognition is the subject of emotional intelligence that affects managers behavior with staff and emotional intelligence of managers differs with each other because of their managing method (13). Many research have been done about the relation of participatory leadership method and emotional intelligence and most of them shown positive relation between managing method and emotional intelligence of managers. But it has not been shown a significant relation between them in many research. The proofed role of emotional intelligence in prevention and mitigation of physical and mental disorders on one hand and the importance of paying attention to emotional properties on the other hand make the followings inevitable: importance of paying attention to study of emotional intelligence in families, schools, organizations and other parts of society that can improve mental health of society (5). Nichols et al. (2012) have been resulted by studying the relation of emotional intelligence and job satisfaction of sport teachers that there is a positive correlation between emotional intelligence and job satisfaction and the three things, social skill, empathy and self-motivation (7), Glenda (2012) reports in research which named codification of relation model between emotional intelligence and management method of managers with organized promising of staff of municipal sport staff of Tehran. In this report emotional intelligence of managers has significant relation with management method and staff commitment. Their relation model has good fitness too (6). Karoline et al. (2011) say that there is a positive and significant relation between emotional intelligence and transformational leadership style (8). The result of Chi et al. (2007) research by studying the relation between management method, emotional intelligence and commitment of the job shows that the relation of case study of sellers in Thailand, management method and job function affect organizational commitment. There is also a direct relation between management methods and organizational commitment and transformative management method and they have direct effect on organizational commitment and its continuity (18). Bedvy et al. (2015) shown in a research which named the effect of emotional intelligence on job satisfaction that emotional intelligence has positive and significant effect on job satisfaction (19). The importance of lifeguard on swimming which is in relation with human beings life shows the importance of research in different levels, especially in organizational level. Lifeguarding is a set of principles, techniques and regulations

The relation of leadership style and emotional intelligence and job satisfaction of lifeguard staff of the country

that it is acting to prevent, predict, tooling, help, vivification and outreach services to victims of events based on health security of swimming area users. Therefore, paying attention to this sport in organizational level can make sport organizations work better.

With regard to above sentences, researches about management method and emotional intelligence and job satisfaction of staff and lifeguards are necessary like other organizations. Therefore, goal of this research is the relation of management method, emotional intelligence and job satisfaction of lifeguard staff of country.

II. RESEARCH METHODOLOGY

Research methodology of this research was correlation. Statistical society of this research was the whole lifeguard staff of the country and their number was 120 that have chosen randomly.

For collecting information it has been used three questionnaires of job satisfaction, emotional intelligence and management method.

A. JOB SATISFACTION QUESTIONNAIRE

Job satisfaction questionnaire that has been made standard by Viosouki and Chrome in 1991 includes 39 question that contains 5 index (work type, supervisor type, relationship with colleagues, upgrade and promotion of goals and policy). Cronbach alpha coefficient of this questionnaire reported 89% (4).

B. SHUTTLE EMOTIONAL INTELLIGENCE QUESTIONNAIRE

In order to test emotional intelligence test of self reporting emotional intelligence it has been used (SSREIT). This test has made in 1998 by Shuttle, Malof, Hull, Hugretti, Koper and Golden base on emotional intelligence of Mayer and Salouvi (19900) (20). This test has three tiny scales as followings: evaluation and emotion statement, managing and emotion setting and using emotion. Admissibility of this test in research that have been done in the above research were more than 90 %. Value of test in the all tiny scales were more than 70 % and inner matching of Persian form reported more than 75 %. In present research cronbach alfa coefficient for every component were 73%, 78% and 77% (3).

C. MANAGEMENT METHOD QUESTIONNAIRE

Management method questionnaire of Varner Boork (79%)has been used that contains 10 questions. Every question has two parts: developing and communicative management method. People has been wanted to consider 0 to 5 and place it between them. Alfa coefficient of this questionnaire is 91% (2).

Questionnaires had been collected without name because of ethical considerations. Analysis of data had been done by using multi variable regression coefficient with SPSS20 software.

III. RESULTS

Table 1- multi variable regression coefficient in order to predict job satisfaction by management method

Criterion variable	Predicting variable	Beta amount	T amount	Significant level
Job satisfaction	Transformational leadership method	0.27	1.47	0.069
	Intercourse leadership method	-0.11	-0.69	0.502

Base on the above table and multi variable regression coefficient by simultaneous entering method and resulted regression coefficient it can be said that there is a positive and significant relation between job satisfaction and two properties of leadership method ($p=0.0001$). Therefore, leadership method changing is due to job satisfaction.

Table 2- multi variable regression coefficient in order to predicting emotional intelligence by leadership method

Criterion variable	Predicting variable	Beta amount	T amount	Significant level
Emotional intelligence	Transformational leadership method	0.40	3.29	0.001
	Intercourse leadership method	-0.15	-1.49	0.001

Base on the above table and multi variable regression coefficient with simultaneous entering method and resulted regression coefficient it can be said that there is a positive and significant relation between emotional intelligence and two properties of leadership method ($p=0.001$). Therefore, leadership changing is due to emotional intelligence.

IV. DISCUSSION AND CONCLUSION

The goal of present research was studying the relation of emotional intelligence, leadership method and job satisfaction of lifeguards of the country. The results of this research had been shown that there is a positive and significant relation between two properties of leadership method. Therefore, increasing or decreasing of job satisfaction affects leadership method. In explaining the relation of leadership style and job satisfaction of staff it can be said that self stream of people increases by interactive behavior, humanitarian, persuasive and positive feedback for better function of people who are under supervision of manager and their job satisfaction increase (1). According oriented behaviors and empathy of managers with staff, make them confident to their work and their satisfied with the ones who complain their manager. Extrimera (2006) says that interaction between manager and staff leads to discouragement of staff, because they feel lonely and they feel that manager do not understand them. That means that they do not have an empathy resource (9). The results of Jangs research (2012) was similar to our results. They report that there is a positive and significant relation between job satisfaction and cooperative leadership style. High self confidence and motivation are factors that increase job satisfaction of staff (2). The results of this research is similar to followings:

Fabio (2012) and Gietny (2006) say that there is a significant relation between leadership and job satisfaction in instructional systems; Herbes (2014) says that there is a significant relation between leadership and creativity of golf players of south Korea (15). Goln (2014) found positive relation between leadership and the effect of volleyball

players (14); Georg (2000) reported positive relation between leadership and organizational commitment, Hamsosette (12); supporting of managers and leaderships of organization individuate staff and motivates them. Involving companies in the information of organization makes them responsible and do their duties better. Information sharing leads to good relation among staff.

The results of the present research shown that there is a significant and positive relation between emotional intelligence and leadership style, therefore by increasing emotional intelligence, leadership style decreases and vice versa. Results of this research were similar to Golnda et al. (2012) research. They reported in a research that emotional intelligence of managers have significant relation with leadership style and organizational commitment of staff in sport organization of Tehran municipality that is named developing communication model between emotional intelligence and leadership style of managers with organizational commitment of staff (6). Emotional intelligence of managers has indirect relation by leadership style with organizational commitment of staff. The results of present research has also shown that emotional signs has negative relation with emotions evaluation properties and social skills, emotion function and total score of intelligence. The results were similar to Nichols et al (2012). They conclude in a result which studied the relation of emotional intelligence and job satisfaction of sport teachers that there is a positive and significant correlation between emotional intelligence and job satisfaction and three properties: social skills, empathy and self-motivation (7). The results of this research was also similar to Karoline et al (2011). They state in their research that there is a significant and positive relation between transformative leadership style and emotional intelligence (8). The results of research of Chi et al (2007) had also similar results. They studied the relation of leadership styles, emotional intelligence and organizational commitment and stated that the relation of case study of sellers of Thailand and leadership styles and job functionality affect organizational commitment (18). There is also a direct relation between leadership styles and organizational commitment and transformative leadership style , direct effect on organizational commitment and direct effect on continuing organizational commitment. Bedvy et al (2015) said in a research that is called the effect of emotional intelligence on job satisfaction that emotional intelligence has positive and significant effect on job satisfaction (19). Totally, it can be resulted from this research that transformative leadership style has high importance in job satisfaction of the society. Therefore, it is supposed to managers of sport organizations to use this style as new method in organizations and prepare good conditions in organizations.

REFERENCES

- [1] Nicky Dries, Roland Pepermans. 2012. How to identify leadership potential: Development and testing of a consensus model. *Human Resource Management* **51**:10.1002/hrm.v51.3, 361-385.
- [2] Hui-Hua ZHANG, Hui WANG. 2012. A Meta-Analysis of the Relationship between Individual Emotional Intelligence and Workplace Performance. *Acta Psychological Sinica* **43**, 188-202
- [3] Cheok San Lam, Eleanor R.E. O'Higgins. 2012. Enhancing employee outcomes. *Leadership & Organization Development Journal* **33**:2, 149-174.
- [4] Moira Mikolajczak, Nathalie Balon, Martine Ruosi, Ilios Kotsou. 2012. Sensitive but not sentimental: Emotionally intelligent people can put their emotions aside when necessary. *Personality and Individual Differences* **52**, 537-540.
- [5] Mohammad Ahmad Moham Al-Omari, Daisy Kee Mui Hung. 2012. Transformational Leadership and Organizational Innovation: The Moderating Effect of Emotional Intelligence. *International Business Management* **6**, 308-316
- [6] Glenda M. Fisk, Jared P. Friesen. 2012. Perceptions of leader emotion regulation and LMX as predictors of followers' job satisfaction and organizational citizenship behaviors. *The Leadership Quarterly* **23**, 1-12.
- [7] Shane Nicholls, Matt Wegener, Darlene Bay, Gail Lynn Cook. 2012. Emotional Intelligence Tests: Potential Impacts on the Hiring Process for Accounting Students. *Accounting Education* **21**, 75-95.
- [8] Caroline Igoki Mwangi, Elegwa Mukulu, Karanja Kabare,(2011). THE SIGNIFICANCE OF EMOTIONAL INTELLIGENCE IN TRANSFORMATIONAL LEADERSHIP FOR KENYAN PUBLIC UNIVERSITIES. *International Journal of Humanities and Social Science*,(1) 7: 28-35.
- [9] Extremera, N., Fernandez-Berrocal, P., & Salovey, P. (2012). Spanish version of the Mayor-Salovey-Caruso Emotional Intelligence test (MSCEIT). Version 2.0: Reliabilities, age and gender differences. *Psicothema*, 18, supl., 42-48.
- [10] Fabio, A. & Palazzi, L. (2008). Emotional intelligence and self-efficacy in a sample of Italian high school teachers. *Social Behaviour and Personality*, 36(3), 315-326.
- [11] Gaitniece-Putane, A. (2006). Gender and age differences in emotional intelligence, stoicism and aggression. *Baltic Journal of Psychology*, 7(2), 26-42.
- [12] George, J. M. (2000). Emotions and leadership. *Human Relations*, 53(8), 1027-1055.
- [13] Golman D.; (1998). What makes a leader?. *Harvard Business Review*;
- [14] Glenn, N., Taylor, P., & Weaver, C. (2014). Age and job satisfaction among males and females: A multivariate, multisurvey study. *Journal of Applied Psychology*, 62, 189-193.
- [15] Herzberg, F., Mausner, B., Peterson, R.D.,& Capwell, D.F. (2014). Job attitudes: Review of research and opinions. Pittsburgh: Psychological Service of Pittsburgh.
- [16] Hopkins, M. M., & Bilimoria, D. (2008). Social and emotional competencies predicting success for male and female executives. *Journal of Management Development*, 27(1), 13-35. <http://dx.doi.org/10.1108/02621710810840749>
- [17] Javier, E. R., & Deligero, J. C. L. (2014). Job satisfaction of the teaching and non-teaching staff of the lyceum of the Philippines University -Batangas. *International Journal of Information, Business and Management*, 6(4), 1-10.
- [18] Hsin-Kuang Chi, Hsin-Pei Tsai, Pi-Fen Chang (2007). Investigating the relationship among leadership styles, emotional intelligence and organization commitment on job performance: A study of salespeople in Thailand, *The Journal of Human Resource and Adult Learning*, , 3(2): 199-212.
- [19] Tarek A. El Badawy & Mariam M. Magdy(2015). Assessing the Impact of Emotional Intelligence on Job Satisfaction: An Empirical Study on Faculty Members with Respect to Gender and Age. *International Business Research*,8(3),67-79.
- [20] Salovey, P., & Mayer, J. D. (1990). Emotional Intelligence. Baywood Publishing Co., Inc